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Community Economic Development Program

Status Report
1992 - 1993




Building a Future

A Component of the
Canadian Aboriginal Economic
Development Strategy
(CAEDS)

Canada





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Community Economic Development Program

**Status Report
1992 - 1993**

Building a Future

**A Component of the
Canadian Aboriginal Economic
Development Strategy
(CAEDS)**

Published under the authority of the
Honourable Ronald A. Irwin, P.C. M.P.,
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Introduction

Canadian Aboriginal Economic Development Strategy (CAEDS)

CAEDS is the federal government strategy to develop and support Aboriginal economic self-reliance.

Created in 1989, following consultations with First Nation leaders, the Strategy signalled the federal government's commitment to Aboriginal economic development. Instead of the traditional government-directed exercises of the past, CAEDS assists communities to develop their own expertise and build their economies.

The key goal of CAEDS is to provide long-term employment and business opportunities to Canada's Aboriginal citizens by giving them the means to manage effectively their own business enterprises, economic institutions and skill development programs.

Partnerships are a crucial element of the Strategy — partnerships among Aboriginal peoples themselves, various levels of government and the private sector. Instead of relying on the federal government as in the past, Aboriginal communities are encouraged to develop lasting relationships with the private sector to increase their self-sufficiency. As well, Aboriginal peoples are building co-operative relationships with territorial and provincial governments. This approach is bringing much needed technical and financial support, as well as improved access to natural resources.

Three departments are responsible for the Strategy: Department of Indian Affairs and Northern Development (DIAND), Industry Canada (IC) (formerly Industry, Science and Technology Canada) and Human Resources Development Canada (HRDC) (formerly Employment and Immigration Canada). To eliminate overlaps in federal programs and to

fill gaps in service delivery, specific responsibilities are allocated to each department. Community development and access to resources are assigned to DIAND; business development to IC and skills development to HRDC. The three departments share responsibility for research and advocacy.

The CAEDS partners work directly with communities and individuals to plan the most practical and efficient means of setting up organizations and programs to meet community economic development needs and aspirations.

The Canadian Aboriginal Economic Development Strategy is a step toward greater economic autonomy for Canada's Aboriginal people; DIAND is a committed partner in working to achieve this objective.

Community Economic Development

A New Perspective

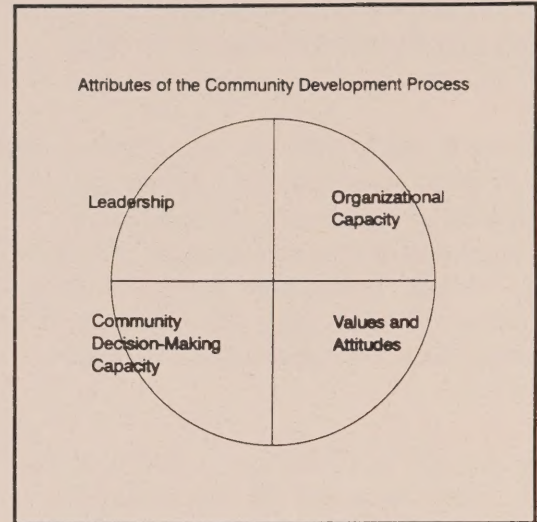
Community economic development (CED) is a relatively new way of looking at economic development. It is a bottom-up (community-controlled) process of local and regional revitalization that makes the community the foremost player in its own growth and renewal. CED clarifies needs and helps individuals gain access to government resources to meet those needs.

CED argues that the economic and social well-being of a community are too closely interconnected to be handled separately.

The success of the economic development of communities depends on grassroots involvement. The community itself is the foremost player in its own growth and renewal. The activities of community economic development include the mobilization of internal and external resources, human development, long-range planning and the allocation of resources on the basis of potential long-term payoff.

Specifically, community economic development has the following attributes.

- It builds leadership skills.
- It builds community decision-making skills by assisting community members to make and implement decisions.
- It develops the capacity of community organizations to deal effectively with integrated economic and social issues over the long term.
- It enhances the values and attitudes that encourage the mutual support and development of the community and its members.



(Westcoast Development Group)

The community economic development component of CAEDS is at the forefront of what Canadians and most developmental economists believe should be the goal of appropriate and responsible government programming — local control over priorities, local decision making on spending and local accountability for results.

DIAND CAEDS Components

CAEDS promotes increased Aboriginal participation in the broader economy through the acquisition of employable skills and access to capital, business services and resources that can be developed. The central thrusts of CAEDS for First Nations are:

- to secure productive employment and higher income;
- to increase self-reliance by building the capacity of Aboriginal institutions and individual skills for economic development;
- to expand business through joint ventures and corporations wholly owned by First Nations;
- to identify and pursue opportunities for development in isolated, rural and urban settings; and
- to increase Aboriginal participation in the urban labour market.

Within CAEDS, DIAND is responsible for community economic development and access to resources. It operates four CAEDS programs:

- Community Economic Development Program
- Commercial Development Program
- Access to Resources
- Research and Advocacy Program.

Community Economic Development Program

DIAND's Community Economic Development Program (CEDP) assists communities and their members to define and achieve their economic goals and objectives through business, employment and resource development activities. The overall philosophy is community control over economic development.

The Program's two components are:

- Community Economic Development Organizations (CEDOs)
- Regional Opportunities Program (ROP).

Community Economic Development Organizations (CEDOs)

Created by tribal councils, First Nations not affiliated with tribal councils, and Inuit and Innu communities, Community Economic Development Organizations provide First Nations with the structure to manage effectively their own business enterprises, economic institutions, job training and skill development initiatives. This includes economic and employment advisory services and programs, and equity-funding assistance. Communities themselves set policy, retain control over their CEDO services and ensure that quality of service and accountability are maintained. CEDO boards approve goals, objectives, staffing and operating plans. They also represent the interests of the community in dealings with other agencies and levels of government.

The goal of each developing CEDO is to become a self-managed advisory and program service organization. Basic principles were set out for guidance.

- Developmental and organizational capacity from within the community are crucial; they cannot be imposed from outside.
- Solid relationships must be built within communities and with mainstream government and business.
- Preferences of communities and First Nations must be recognized in tailoring the various options available for program delivery.

Development capacity must be based on the whole resource package — human, financial and physical — in any geographical area.

CEDOs may use federal funding allocated to them for:

- completing economic strategic plans;
- developing the organization and the capacity of both the board of directors and staff to deliver quality programs and advisory services;
- hiring staff or purchasing consultative services;
- preparing economic strategies;
- planning business or resource development projects;
- providing contributions, repayable contributions or loans to community members for training, or for business or resource development;
- holding equity positions in private or community enterprises; and
- getting job-related training, employment programs and management, financial and technical resources.

Regional Opportunities Program (ROP)

The goal of the Regional Opportunities Program is to provide the means to take maximum advantage of region-wide economic opportunities. This may be accomplished by establishing or purchasing sectoral development advisory and extension services, participating in federal-provincial economic agreements and making use of the programs and services of the federal sector department. ROP also funds policy research and innovative pilot projects specific to the region.

ROP funds may not, however, be used for direct business development, nor for establishing business development equity funds since these activities are Industry Canada's program responsibilities.

To ensure that the Regional Opportunities Program is responsive to Aboriginal regional priorities, DIAND policy is to co-manage the program through First Nations regional advisory boards. These boards act within the mandate established by the region's First Nations leadership and have an arm's-length relationship with the institutions and projects funded under this program. The Department's regional staff provide secretariat services to the advisory authorities and administer the funds.

An important component of the ROP is support for Sectoral Development Institutions (SDIs) which provide a variety of services to their constituents:

- technical and professional advice to improve profitability of existing businesses;
- assistance in business planning and development;
- arranging public and private sector financing;
- product development;
- counselling on marketing and quality control; and
- advocacy with government departments.

Historically, agricultural, fishing, and arts and crafts associations accounted for the bulk of SDI funding, but regional advisory boards are beginning to place increased priority on developmental work in new or emerging areas for Aboriginal peoples, such as mining, energy, forestry and tourism.

Commercial Development Program (CDP)

The Commercial Development Program complements Industry Canada's Aboriginal Business Development Program. To eliminate confusion, DIAND and IC use a "one window" approach to business financing. Industry Canada assesses the applicant's needs and recommends the appropriate package of federal CAEDS assistance. This

may include a referral to DIAND's Commercial Development Program (CDP) which:

- acts as a lender of last resort for a First Nation business needing loans in areas where there is no Aboriginal Capital Corporation (ACC) in place;
- approves ministerial guarantees for commercial loans to unincorporated First Nation businesses on reserve; and
- sells portions of DIAND's direct loan portfolios at fair market value and contracts for the collection of outstanding loans to eligible ACCs.

DIAND provides the necessary financial assistance and loan guarantees for Aboriginal businesses in the absence of an ACC in the region. As ACCs become operational, the Department withdraws this type of financial help. To date, direct lending services under the CDP have been wholly withdrawn in Yukon, Alberta, Saskatchewan, Manitoba, New Brunswick and Nova Scotia because of increased ACC coverage. The Northwest Territories, British Columbia, Ontario and Quebec have had the loans program partially withdrawn. Eighty-five percent of all First Nations, the northern Quebec Inuit and the whole agricultural sector are now covered completely by ACCs.

Access to Resources

Through Access to Resources, DIAND helps develop the capacity for management of sustainable resources on reserves.

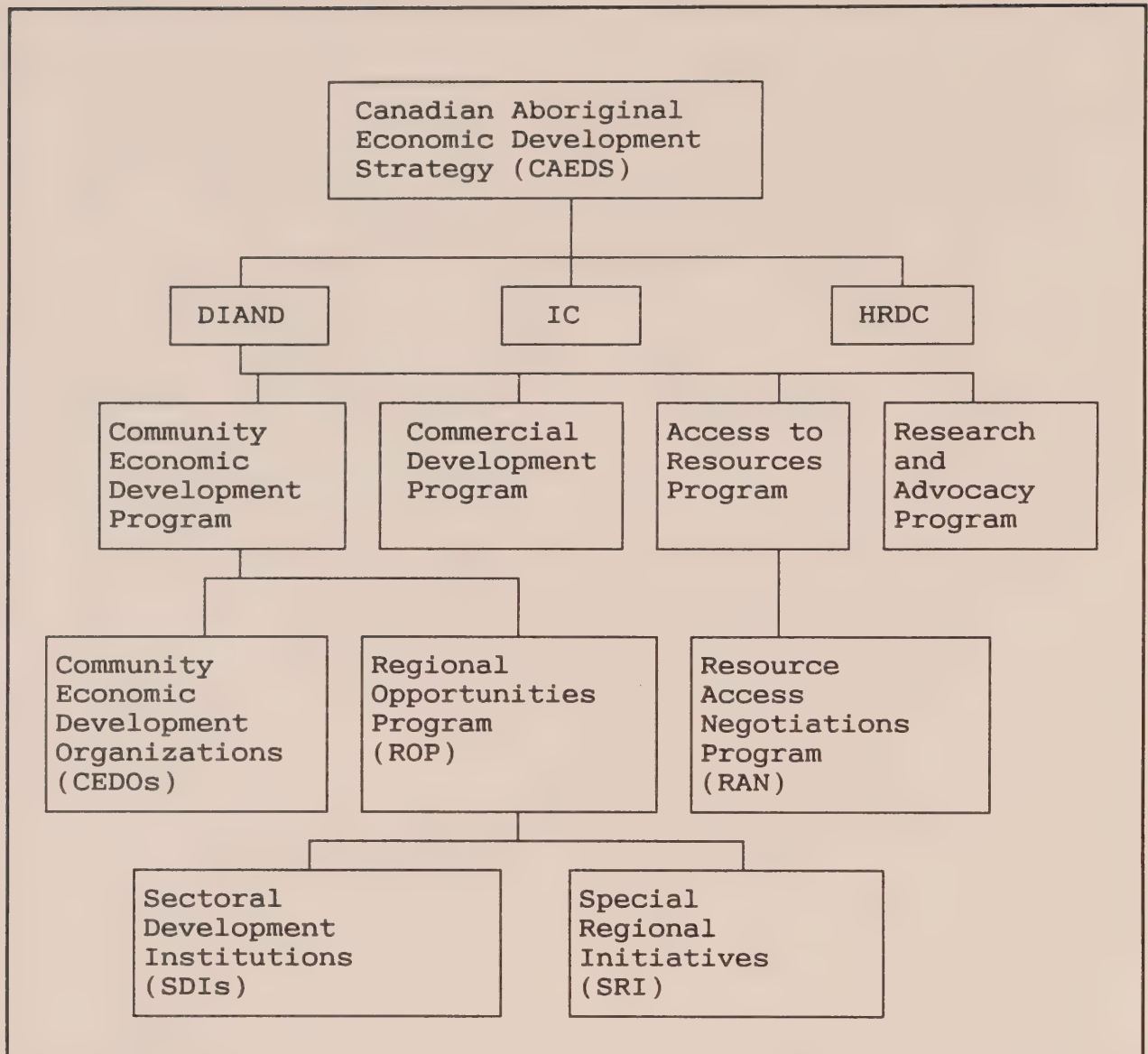
A component of the Resource Development Program, Resource Access Negotiations (RAN) provides financial help for Aboriginal organizations to negotiate access to, and development of, nearby off-reserve resources. It assists in finding commercial investments for developing community-owned resources and sets up agreements with developers of large projects that will provide business and employment opportunities.

Research and Advocacy Program

All three departments operate research and advocacy programs to promote the development of Aboriginal employment and business opportunities. This includes research into the current state of community economies and their development potential, building government and private sector support, and identifying and communicating developmental and business ideas.

Program funds can be used to support developmental activities by organizations, such as the Council for the Advancement of Native Development Officers (CANDO), to assist with the provision of information to CEDOs and Aboriginal entrepreneurs and to measure CAEDS program effectiveness.

DIAND'S Responsibilities Under CAEDS



Community Economic Development Program (CEDP)

A service delivery framework matrix has been created to assess the capacity of organizations to design, develop and deliver programs and advisory services to meet community economic development needs. It also assesses the level and quality of service provided to community members.

In an annual review, the board of directors or chief executive officer assesses the level of development and service delivery. There are four levels.

- **Planning:** The community is in the process of assessing its development options, but at this initial stage, service and program delivery are controlled by DIAND.
- **Basic:** The community is served by an organization which has the capacity to provide basic advisory services and deliver some programs but still seeks regular advice from DIAND.
- **Intermediate:** Community needs are served by an organization which provides basic advisory services and delivers most programs with occasional calls for assistance from DIAND.
- **Full Service:** The community is served by an organization which is self-reliant, stable, is staffed by qualified personnel and delivers a full range of programs and services that consistently meet community economic development goals and objectives.

Community Economic Development Organizations (CEDOs)

With DIAND's investment of more than \$50 million in each of the last four years, Aboriginal communities have successfully taken over many programs and services. In 1989, the launch year of the program, 13 percent of the 258 organizations involved were in the planning stage; 17 percent had achieved full-service status.

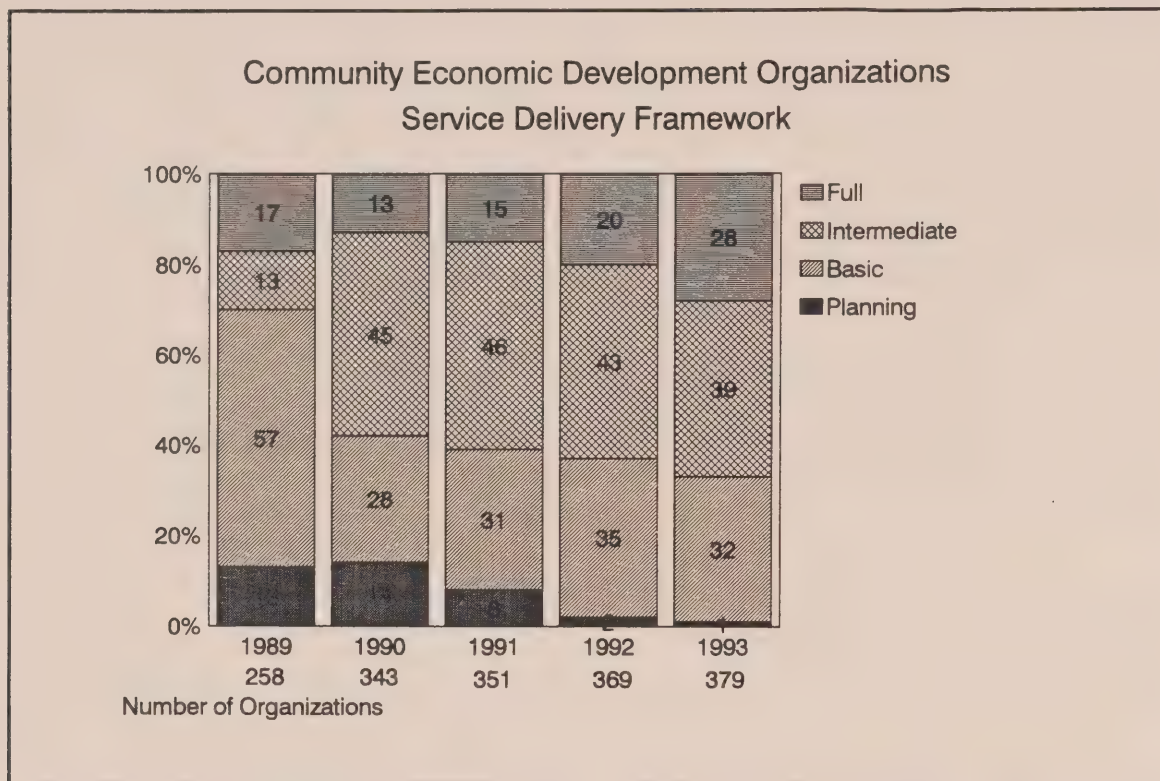
By March 1990, the progression toward the ultimate goal of full-service capability was noticeable: of the 343 organizations then in the process, 14 percent were in the planning mode, 28 percent in the basic stage and 45 percent in the intermediate stage — more than three times the number in this category from the previous year.

A comparison of the 1989 base-year data with the 1992–93 figures reveals a dramatically different picture. Out of a total of 379 CEDOs, less than one percent were still at the planning stage compared with 13 percent in 1989. Over the same period, there had been an increase of 140 percent in the number of full-service organizations.

CEDOs are moving upward through the service delivery spectrum mainly because of the quality of staff employed. A recent survey noted that of the 500 plus economic development officers, 74 percent were Aboriginal, 70 percent had a post-secondary education and 70 percent resided in rural, remote or special access communities. The stability of CEDO funding has enabled communities to attract more qualified individuals as economic development officers.

A study of training needs within band governments by the Council for Change indicated that economic development officers were second only to band managers in terms of their influence and impact on community affairs. Furthermore, the existence of CEDOs

has enhanced the availability of local professional positions which has provided new opportunities for post-secondary education graduates, especially those who have pursued studies at the bachelor of commerce and MBA levels.



SERVICE DELIVERY SPECTRUM			
	MARCH		PERCENTAGE CHANGE
	1989	1993	
FULL	45	108	140%
INTERMEDIATE	33	149	352%
BASIC	147	119	(19%)
PLANNING	33	3	(90%)
TOTAL	258	379	

1992-93 CEDO Revenues (see appendixes)

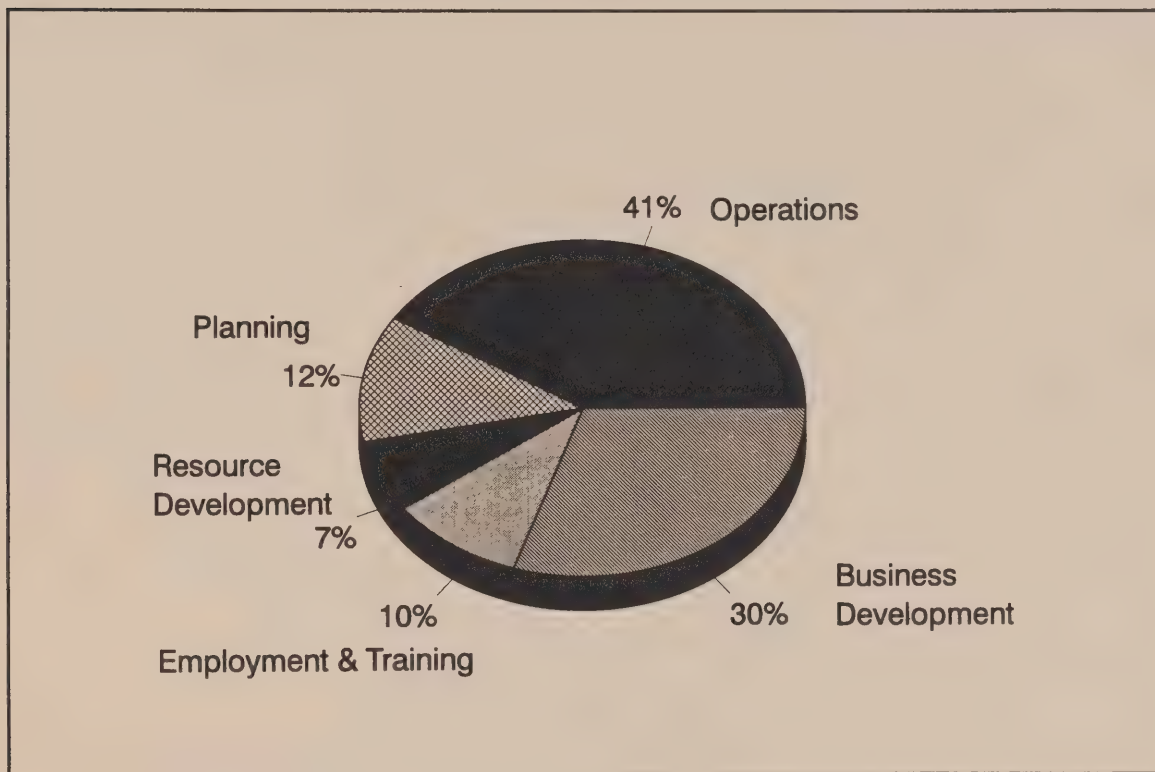
In 1992-93, DIAND contributed \$55.6 million to 379 CEDOs across all the provinces and territories. Every dollar expended on project funding attracted an additional \$2.50 in private and public sector investments in business, resource or employment development initiatives.

1992-93 CEDO Expenditures

Of the \$55.6 million provided by DIAND under CEDO, \$6.8 million (12%) was used

by the organizations for economic development planning purposes. As well, \$22.8 million (41%) was expended on operations that hired qualified staff to live and work in the communities and provide a full range of services to community members. The remainder went directly into project investments: \$16.4 million (30%) on business development, \$3.9 million (7%) on resource development and \$5.7 million (10%) on employment and training projects.

1992-93 DIAND CEDO Expenditures



Regional Opportunities Program (ROP)

The Regional Opportunities Program, co-managed by DIAND and First Nations regional advisory boards, focuses on regional

sectoral development advisory and extension services previously provided by DIAND. Any innovative project that provides broad economic development benefits to First Nations within a region could be eligible.

Sectoral Development Institutions (SDIs)

In 1989, the launch year for the ROP, there were 38 SDIs. Ten percent were in the planning stage, 34 percent in the basic category, 24 percent were at the intermediate stage, and 32 percent were capable of delivering a full range of programs and services.

At the end of 1993 there were 25 SDIs, and of these, 20 (80%) had reached full-service capacity.

A comparison of the 1989 base-year data with 1993 figures reveals what a difference four years can make. The number of SDIs at the basic stage decreased by 75 percent. Over the same period, the number of full-service SDIs increased by 66 percent.

Special Initiatives

In 1993, 51 special initiative projects were funded for a total cost of \$2.8 million.

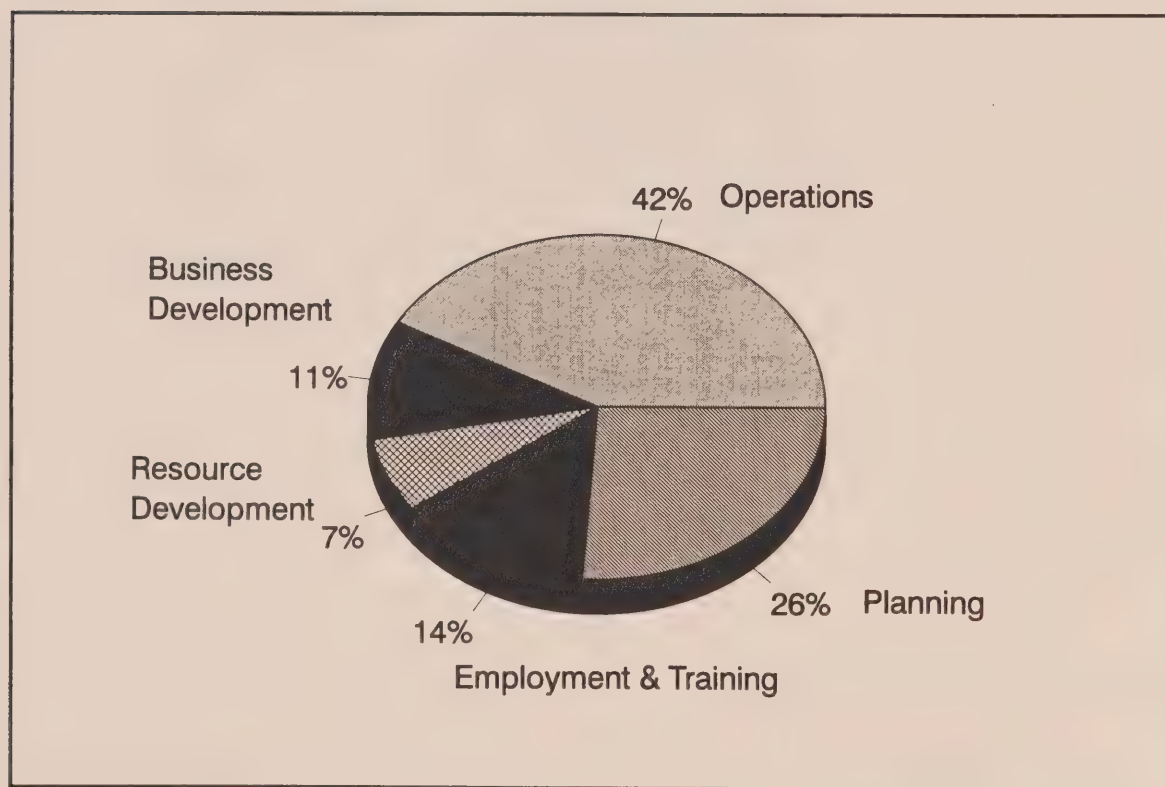
1992-93 ROP Revenues (see appendixes)

In 1993, DIAND contributed \$11.7 million to ROP initiatives. Every dollar expended on project funding attracted an additional \$0.35 in private and public sector investments in business, resource or employment development initiatives.

1992-93 ROP Expenditures

Of the total \$11.7 million provided by DIAND, \$3 million (26%) was expended on planning and \$4.9 million (42%) on operations. The remainder went directly into project investments: \$1.3 million (11%) on business development, \$0.8 million (7%) on resource development and \$1.7 million (14%) on employment and training projects.

1992-93 ROP Expenditures



Regional Snapshots

Community Economic Development Organizations (CEDOs)

Atlantic: Labrador Inuit Development Corporation

The Labrador Inuit Development Corporation (LIDC), the commercial development arm of the Labrador Inuit Association (LIA), was established in 1986 to improve the economic life of the Labrador Inuit. LIA represents some 4,900 Inuit residing in six communities on the northeast coast of Labrador. In 1989, when DIAND's Community Economic Development Program was introduced under CAEDS, the Board of Directors of LIA designated LIDC as its Community Economic Development Organization (CEDO).

The economy of northern Labrador is based on the fisheries, and LIDC is extremely active in this sector. It has a successful joint venture in the lucrative shrimp fishery with Ocean Prawn, a Canadian–Danish company, and a joint venture in the turbot fishery with Sea Freeze, a well-established local company. In 1988, aware of the vulnerability of concentrating on one sector, LIDC started looking for opportunities to diversify. It began a commercial caribou hunt and became active in promoting Inuit art through a joint venture with Ottawa-based Taborgem.

In 1989, LIDC used DIAND's Resource Access Negotiations Program (RAN) to negotiate a contract with International Granite Company of Italy to develop an anorthosite deposit at Ten Mile Bay, near Nain, Labrador. Although negotiations with International Granite, regrettably, were unsuccessful, LIDC gained considerable knowledge of the stone industry. As a result, LIDC was successful in reaching a deal with Wibestone, an international company, to

market its anorthosite worldwide. Once this contract was in place, LIDC used its own funds and funding from Industry, Science and Technology Canada's (now Industry Canada's) Aboriginal Business Program, the Atlantic Canada Opportunities Agency (ACOA) and private financial institutions to open its \$1.5 million mining operation. Additionally, LIDC took advantage of Employment and Immigration Canada's (now Human Resources Development Canada's) Pathways Program to train its members to work in the mine.

The mine currently employs 23 people, and this year it will produce and ship 4,000 tonnes of stone, valued at \$1.6 million. According to Fred Hall, General Manager, LIDC, the RAN contribution from DIAND was a key factor in getting the project started and in attracting other investors. He says: "DIAND's CED Program provided the stable funding required for me and my staff to realize a project of this magnitude."

Quebec: Mukutan Economic Development Corporation

In 1989, the Montagnais bands of Mingan, Natashquan, La Romaine and Pakua–Shipi of the lower north shore of the St. Lawrence, formed the MAMIT INNUAT tribal council. In Montagnais, this means, "the Montagnais to the east of Sept-Îles."

Geographical isolation is a major obstacle to economic development in MAMIT INNUAT communities. Only the community of Mingan is accessible by road; the remaining three rely on boats and airplanes for their supplies. Because of their small populations and restricted internal markets, these

communities have encouraged economic activities based on the natural and tourism resources available on their lands.

Under CAEDS, Community Economic Development Organizations (CEDOs) were created in all the bands which form the MAMIT INNUAT council.

A master economic development plan, targeting the four communities, was drawn up in consultation with DIAND and other participants. It identified the need to create the Mukutan Economic Development Corporation, a non-profit organization whose mission is to create investment opportunities in various economic sectors for the benefit of its members. (The term "Mukutan" means a curved knife in Montagnais, a tool traditionally associated with the work and traditions of the Montagnais peoples.)

To encourage the development of tourism and outfitting initiatives on Montagnais territory, one of the first moves of the Mukutan Corporation was to become the principal shareholder in an established Quebec travel agency.

The Mukutan Corporation intends to diversify its activities, but for now is focusing on the development of adventure tourism, outfitting and the distribution of airplane fuel. Success depends on co-operation among the community economic development agents and on a good understanding of client needs.

Ontario: The Mississaugas of the New Credit First Nation

Located next door to Six Nations, Canada's largest Indian reserve, the Mississaugas of New Credit have been quietly planning, goal setting and achieving results that have brought prosperity to the 654 people living on reserve and the 548 off-reserve residents of the First Nation. The community occupies 2,393 hectares of land 16 kilometres southeast of Brantford.

The Mississaugas of New Credit began comprehensive community planning about 15 years ago and have enjoyed the services of a full-time community economic development officer for most of that time. As a result, community facilities include a public library, a day-care centre for 32 children (to be expanded), a social services facility employing 20 people, a five-unit rental housing complex geared to families, and a home for seniors that is at the planning stage.

With the neighbouring Six Nations, they share the services of two business-funding organizations: Touch the Sky Business Development Corporation, and Six Nations and New Credit Community Futures. Mr. Darren Jamieson, a graduate in business from the University of Western Ontario, is a business analyst at Touch the Sky. He sees "business as a means of moving the community away from dependence on government assistance, to a community that depends on self-reliance." This is in evidence at New Credit.

- A steel erection fabricator normally employs four or five people but expands to 10 to 20 employees when the economy is brisk.
- Two small construction firms each employ two or three people.
- An automotive components manufacturing facility in a 372 m² plant will be relocating to a new 3,658 m² facility on the reserve. The plant employs 12 people at present. This will increase to 25 employees when the new building is completed. The non-Native owner hires mainly Aboriginal workers from New Credit. The current building will be used for small businesses such as woodworking and cabinetmaking.
- One automotive mechanical repair shop and one auto body shop are part of the community.

- There are two full-time farmers, two part-time farmers and one farmer operating a beef lot.
- Three combination variety store-gas station-restaurants are in operation. One also has a banquet facility.

The Community Economic Development Program has provided core funding to the business service organizations as well as investment funding for business entrepreneurs.

Manitoba: Sowind Air Ltd.

Sowind Air is a 100-percent Aboriginal-owned and managed regional airline serving eastern Manitoba and is branching out into northwestern Ontario. Sowind Air is dedicated to providing safe, comfortable and punctual service for its customers. The company began operations in January 1992.

The head office for Sowind Air Ltd. is at the Little Grand Rapids First Nation situated between Lake Winnipeg and the Manitoba-Ontario border some 250 air kilometres northeast of Winnipeg. Sowind also leases a hangar at the St. Andrews Airport 10 kilometres north of Winnipeg. A shuttle bus between St. Andrews and Winnipeg is provided.

Chief Oliver Owen and Roland Hamilton, the two owner-operators who started planning their company about three years ago, are both professional pilots with experience in private and commercial operations. Chief Owen is from the Little Grand Rapids First Nation and Roland Hamilton is from the Bloodvein First Nation. These two men knew that if they provided a quality service at competitive prices, they could capture most of the market in the region.

The company has 11 employees including management — all Aboriginal people. There are three full-time and two part-time pilots, two full-time and two part-time

administrative employees, one full-time and one part-time shuttle bus drivers.

Sowind Air now has five airplanes operating in the region: two nine-passenger Navajo Chieftains, one seven-passenger Navajo Chieftain, one seven-passenger Beaver and one four-passenger Cessna 206.

The company's financial statements after its first year of operation are impressive. Sales exceeded projections due to strict management, a lot of hard work, an excellent staff and complete dedication to customer satisfaction. The initial financing of the company came from four sources: equity, CEDO fund contributions, bank loans and a private loan. The bank loans form a substantial part of the financing and were provided by two major Canadian chartered banks. Owner equity and the CEDO contribution played a major role in the decision of the banks to provide funds.

In addition to the financial benefits and the jobs that have been created, the communities of eastern Manitoba and northwestern Ontario are receiving better service. People in the communities now have more travel options to choose from and can select flights more suited to their own schedule.

Saskatchewan: Norquay Alfalfa Processors Ltd.

In August 1992, the first phase of a joint business venture between Aboriginal and non-Aboriginal communities was officially launched with the opening ceremony of an alfalfa processing facility in Norquay, Saskatchewan.

The venture, operated by Norquay Alfalfa Processors Ltd. (NAPL), has gained attention for its high level of community involvement and financial support. A full 47 percent of the almost \$4 million capital cost of the plant was raised through local investment. With assistance from the Community Economic Development Program and the Aboriginal

Business Development Program, a substantial investment was made by Thunder Hill Investments Corporation (THIC). THIC is jointly owned by two local First Nations — the Key Band (through its wholly owned company, Beaver Lake Inc.) and the Cote Band — and INPRO Investments Association Inc., a wholly owned investment subsidiary of the Saskatchewan Indian Agriculture Program (SIAP).

Ken Thomas, CEO of SIAP and a director on the THIC Board, took part in the ribbon-cutting ceremony with Jack Jacquemart, President of NAPL. Thomas was enthusiastic about the project in his comments:

As Aboriginal peoples, we hold the vision of a fully functioning and sustainable Aboriginal economy which is interactive with the Canadian and global economies. Our vision is for a prosperous future as equal and accountable partners within a new confederation which respects our history, languages, cultures, values and diversities.

Vice-Chief Roy Bird of the Federation of Saskatchewan Indian Nations spoke at a reception following the ribbon-cutting ceremony: "We need to expand our areas of finance and business. We can't isolate ourselves on the reserves. By working together, everybody succeeds." THIC is an example of that co-operation.

The opening of NAPL has already had a positive impact on local Aboriginal and non-Aboriginal employment. NAPL employs approximately 30 full- and part-time employees, of which 11 are members of the Key and Cote First Nations, including one in a supervisory position. In addition, both bands and their individual farmers supply significant acreage of raw alfalfa to NAPL.

The benefits to the communities involved have not gone unrecognized. The mayor of Norquay, Allan Anaka, commented: "What hurt most [in the past] was seeing the young people move away. Now, a few people are coming into the area. It's a plus all the way round."

At full capacity, Phase I of the processing facility is expected to produce 33,000 tonnes of alfalfa pellets and cubes per year. The processed alfalfa is being marketed to the beef and dairy industries in Japan and Korea. This is providing all NAPL participants with significant insight, understanding and experience in the global trading process.

Alberta: The Paul First Nation

The Paul First Nation occupies 7,285 hectares on three separate reserves located on the shores of Lake Wabamun, approximately 60 kilometres west of Edmonton. In 1993, the on-reserve population totalled 726; another 500 individuals lived off the reserves.

At the beginning of the 1992–93 fiscal year, two successful band-owned ventures dominated the economy of the community: an 18-hole golf course with an impressive clubhouse, first-class amenities and a complex consisting of a 60-seat cafeteria, a two-pump gas bar, a vehicle service centre and a convenience store. On average, 14 people are employed at the complex. Funding for both business ventures came from a variety of sources and included significant amounts of band equity.

Economic development activity of the Paul First Nation is distinguished by the systematic, co-ordinated way it is carried out. In 1992–93, a total of \$108,445 was provided under the Community Economic Development (CEDO) program. That amount funded a variety of activities.

A community-based economic development office was set up.

Funding assured that existing enterprises continued to operate profitably.

An occupational training program and small business lending program were established.

A co-ordinated signage program constructed signs for both the community and the golf course.

An integrated employment training program helped to prepare individuals for off-reserve job opportunities. It included academic upgrading and courses in chain saw safety, heavy equipment, etc. The trainees who completed the chain saw safety course were particularly successful in the job market.

Proposals were developed to gain access to other programs such as Alberta's Community Tourism Action Plan, the Seniors' Independence Living Program and several employment programs.

A revolving equity fund of \$36,000 was set up to provide loans of up to \$5,000 for a period not to exceed two years. Recipients are required to sign a contract that outlines loan conditions and terms. During 1992-93, several of the chain saw safety course trainees took out loans to purchase saws. These were repaid within three months from employment income. Similar loans were made for carpenter's and mechanic's tools to enable trainees to begin working. Two loans were provided to individuals with school bus contracts. Again, these were quickly repaid. Several cow-calf operations were given loans to help them purchase feed. In total, about 20 loans were made during the fiscal year.

British Columbia: Ktunaxa/Kinbasket Tribal Council Economic Development Department

The mandate of the Ktunaxa/Kinbasket Tribal Council has been to "assist the Ktunaxa Nation to achieve the goals of self-sufficiency, self-government, independence, wealth creation and employment."

The Economic Development Department of the Ktunaxa/Kinbasket Tribal Council has been active in several areas.

In February 1993, the Department sponsored the First Nations Women's Business Conference, having raised \$32,300 from external sources to host the conference. Approximately 110 people attended the event held at Fairmont Hot Springs. Conference evaluations were "extremely positive."

A liaison officer was hired to secure employment opportunities with Alberta Natural Gas. The position, funded by Alberta Natural Gas (ANG) and the Canada Employment Centre, resulted in the creation of 17 jobs. ANG hires many band members for pipeline expansion work and provides business opportunities for local enterprises.

Aboriginal businesses in the Kootenay region were promoted through assistance with the publication of the June 1993 issue of *Kootenay Business Magazine*. The 7,500 copies focused on the 34 Native-owned businesses in the Kootenays, the challenges they face and the contributions they make to the local economy.

Success has been due, in large part, to the development of co-operative ventures and programs with non-Ktunaxa corporations and organizations. CEDO funding, combined with additional external resources, has allowed the Economic Development Department to become involved in new areas and to expand

the scope of its employment and entrepreneurial commitment.

Yukon: Little Salmon/Carmacks First Nation

Community economic development in the Little Salmon/Carmacks First Nation emphasizes both capital and human resource development.

- Most significant are negotiations with Western Copper Holdings for joint ownership in Williams Creek Copper Mine 25 kilometres from the town of Carmacks. Securing business ownership and equity in the developing mine would be a positive step for the First Nation (whose population comprises about 60 percent of the Carmacks area population). It would provide financial independence and experience in joint venture negotiations that would stay with the community. Business opportunities, such as management and business services, would be generated by the mining industry.
- The Northern Tutchone Trading Post has made great strides in becoming an efficiently run business. It has provided a wealth of experience and training to the First Nation membership.
- The success of the economic development officer trainee program has been one of the main benefits of CEDO funding. The program is a great source of pride to the community.
- The First Nation has also completed its plans for installation of a chipper in the new administration building, as part of the Alternative Energy Program. The chipper generates enough heat to supply two other buildings, in the event that a heat source is needed in future developments. It could also sell chips.

Northwest Territories: Sakku Investments Corporation

Sakku Investments Corporation serves the Inuit of the Keewatin region and is funded as a Community Economic Development Organization (CEDO). It operates as the development arm of the Keewatin Region Inuit Association.

In the fall of 1992, Sakku Investment Corporation focused its attention on heavy-equipment services. It was felt that the Inuit could develop a prosperous business in this market, but the problems faced by Keewatin Inuit who wanted to train in heavy-equipment repair were a concern. Available training involved being away from home for long periods of time. It was felt that a single solution could be found to meet all the requirements.

Sakku Investments Corporation set up meetings with Powell Equipment Ltd. of Winnipeg, a Caterpillar dealer, to determine if the southern-based company would be interested in a joint venture to provide Caterpillar sales and service in Keewatin and Nunavut.

These meetings resulted in the formation of a new company known as Powell Arctic. With majority Inuit ownership and technical resources provided by Powell Equipment Ltd., the new company has been an overnight success. It had projected \$1.5 million for sales for the first year and, based on current activities, is on track. A qualified Caterpillar technician now lives in Rankin Inlet, and service is available in the region 24 hours a day. Previously, any requirement for a Caterpillar technician meant flying someone in from the south.

The southern partner, Powell Equipment Ltd., is gearing up for on-site community training of operators and mechanics, and the translation of Caterpillar texts and manuals into Inuktitut has started. The long-term goal

is to create a facility in Keewatin which will provide heavy-equipment training.

Tongola Sandy, President of Sakku Investments Corporation, commented that it is exciting to see one of the first joint ventures succeed. It points to a healthy future for economic development in Nunavut.

Northwest Territories: Kakivak Association

Kakivak Association (KA) is the Community Economic Development Organization of the Baffin Region, Northwest Territories.

In the three years since receiving CEDO funding, KA has established itself as the major provider of community economic development training in the region. In 1992-93, workshop topics ranged from entrepreneurship to organizational development and were delivered in communities throughout the region.

KA works closely with business funding programs, such as the Aboriginal Business Development Program and the Business Development Fund of the Government of the Northwest Territories, to assist individual clients in planning their businesses and applying for loans or contributions. All KA services are available in Inuktitut.

The directors of KA recognize that a community economic development organization should practise what it preaches. Consequently, it has entered into strategic joint ventures to diversify its funding base. The long-term goal is to be independent of government funding.

Kakivak Association is the majority owner of Kakivak Developments Corporation (KDC). KDC owns an office and retail complex, called the Kakivak Building, in the centre of Iqaluit. The directors have commissioned a study detailing options for the expansion of the facility.

KA has also entered into negotiations with a joint venture partner to form Kakivak Communications Incorporated (KCI). The mission of KCI is to be a unique and creative communications firm that "thinks in Inuktitut first" and provides information that comes from an Inuktitut understanding, not a literal translation, of ideas expressed first in English. To test the new firm, KCI is organizing and promoting a contest to come up with a logo for the Tungavik Association of Nunavut.

Regional Opportunities Program (ROP)

Quebec: Cree Trappers Association 1978 (CTA)

The Cree Trappers Association was created in 1978 in response to the James Bay and Northern Quebec Agreement.

The Association:

- represents and acts on behalf of the Cree trappers of Quebec;
- encourages and promotes the conservation of fur-bearing animals;
- promotes the collection and sale of furs;
- acts as a regional group council or association to solve problems which affect the well-being of trappers;
- promotes, protects and supports trappers' traditional lifestyles; and
- administers and co-ordinates regional services while encouraging the development of trapping territories, communications, camps, transport, personal needs, use and marketing of furs and several other activities of concern to Cree trappers.

The Cree Trappers Association has about 3,000 members divided into two categories, adults and juniors. It is administered on two levels: local and regional.

At the local level, each community has its own fur officer who:

- provides supplies during the winter;
- maintains the communication system;
- collects furs and ships them to auctions;
- supplies trappers with hunting and fishing gear at wholesale prices;
- collects annual membership dues; and
- plans airplane charters for the trappers' expeditions in and out of the bush.

The regional level is administered by a six-person team: a president, a director general and assistant, a secretary-treasurer, an accountant and a fur technician. Their mandate is to plan, co-ordinate and supervise the Association's activities at the regional level. This includes:

- negotiating budgets with federal and provincial departments;
- promoting the sale of furs at auction prices;
- drawing up and following up on a yearly budget and taking care of the regional accounting for all the officers in the territory; and
- setting up research projects.

The regional office also acts as a centre for the purchase and sale of furs on behalf of the Association's members and of other Native and non-Aboriginal trappers. It reorganizes trapping territories between the Cree and other Aboriginal nations and works jointly with all other Aboriginal associations in an effort to improve the lifestyle of Cree trappers.

The Cree Trappers Association is subsidized by the Cree Regional Authority, the Department of Indian Affairs and Northern Development and the ministère des Loisirs, de la Chasse et de la Pêche (Québec). Other departments and organizations provide support to the Association as do its own members through annual fees.

The Association's budget in the 1991-92 fiscal year was \$990,296.

Since it was established in 1978, the Cree Trappers Association has progressed as an organization and has continually improved the services it provides to its members. The Association is known worldwide and, in recent years, has spearheaded a campaign against the abolishment of trapping. Several representatives from other provinces and territories have come to Quebec to gather information on the Association and how it operates.

Ontario: The Mizhinawae Economic Development Corporation

A creation of the Ojibway 1850 Treaty Council, the Mizhinawae Economic Development Corporation (MEDC) was formed to take advantage of an economic opportunity — services to the forestry industry in northern Ontario. MEDC has received financial support through the Regional Opportunities Program.

Mizhinawae works in forest management, renewal and protection, helps to maintain Ontario's forests and ensures that the forests continue as a renewable resource. Services include firefighting, tree orchard tending, planting and forestry data control. The Corporation's professional firefighters could serve anywhere in North America.

Native people have been working in these activities for years but usually for non-Native entrepreneurs or as labourers for Ontario's Ministry of Natural Resources (MNR). It was time to achieve greater control in this important area. Mizhinawae provides training and experience in management, while taking into account Native concerns, work needs and values.

Mizhinawae projects provide 114 seasonal jobs and four full-time jobs. The Corporation is trying to secure a five-year contract with MNR which is responsible for the bulk of the work, but the private sector is also interested in contracting. There are plans

for a professional training program under the auspices of Lakehead University.

Saskatchewan: First Nations Forest Fire Protection Services

In June 1992, the signing of a letter of understanding (LOU) brought into being the jointly funded Saskatchewan First Nations Forest Fire Protection Services. Funding for the \$700,000 service agreement was shared among the signatories with \$250,000 from Saskatchewan Natural Resources, \$250,000 from DIAND (based on social assistance savings) and \$200,000 from the Regional Opportunities Program of CAEDS on behalf of the following First Nations: Prince Albert Tribal Council, Meadow Lake Tribal Council, Agency Chiefs Tribal Council, Beatty's/Okemasis Band (all CEDOs) and the Federation of Saskatchewan Indian Nations.

The LOU, which covered the 1992 forest fire season, is the first of its kind. The Forest Fire Protection Services promotes greater Aboriginal involvement in forest fire prevention and protection, and creates a pool of qualified forest firefighting personnel from First Nations.

With six-member crews in 22 locations, a total of 132 jobs were created over a four-month period. Sixteen First Nation bands in the northern forest area of Saskatchewan were involved. Saskatchewan Natural Resources provided the necessary training, equipment and transportation to "hot spots" located more than 20 kilometres from the home community. When not required for forest fire work, the crews concentrated on community projects under the supervision of the participating bands.

This arrangement is being considered by neighbouring regions with similar circumstances.

Northwest Territories (Cambridge Bay): Kitikmeot Inuit Seek New Regional Economic Development Organization

Through funding provided by the Regional Opportunities Program (ROP), the Kitikmeot Regional Community Economic Development Organization recently completed a comprehensive study aimed at providing the framework for transferring economic development program delivery responsibilities of the Government of the Northwest Territories to a regional delivery structure.

The study, conducted over a five-month period during the winter of 1992, examined a wide range of community and regional economic development issues. Almost all the research was gathered during two rounds of interviews with business leaders, community residents and politicians in the communities of Cambridge Bay, Coppermine, Gjoa Haven, Pelly Bay and Holman Island. As well, senior officials of the territorial government and community development staff of DIAND's Indian and Inuit Affairs Community Development project were interviewed.

The findings revealed a wide range of issues and concerns regarding the current approach to delivering economic development programs throughout the Kitikmeot. Inuit and non-Inuit alike, felt that, with one exception — the Kitikmeot Regional CEDO — current economic development programs and service providers were not accountable to people in the communities. For the most part, policies and programs did not fit particular economic circumstances.

Because of this, the study concluded by outlining a regional commission approach to improve the delivery of economic development programs in the Kitikmeot region. Specifically, the study calls for the creation of a regional economic development commission which would have overall responsibility for delivering economic

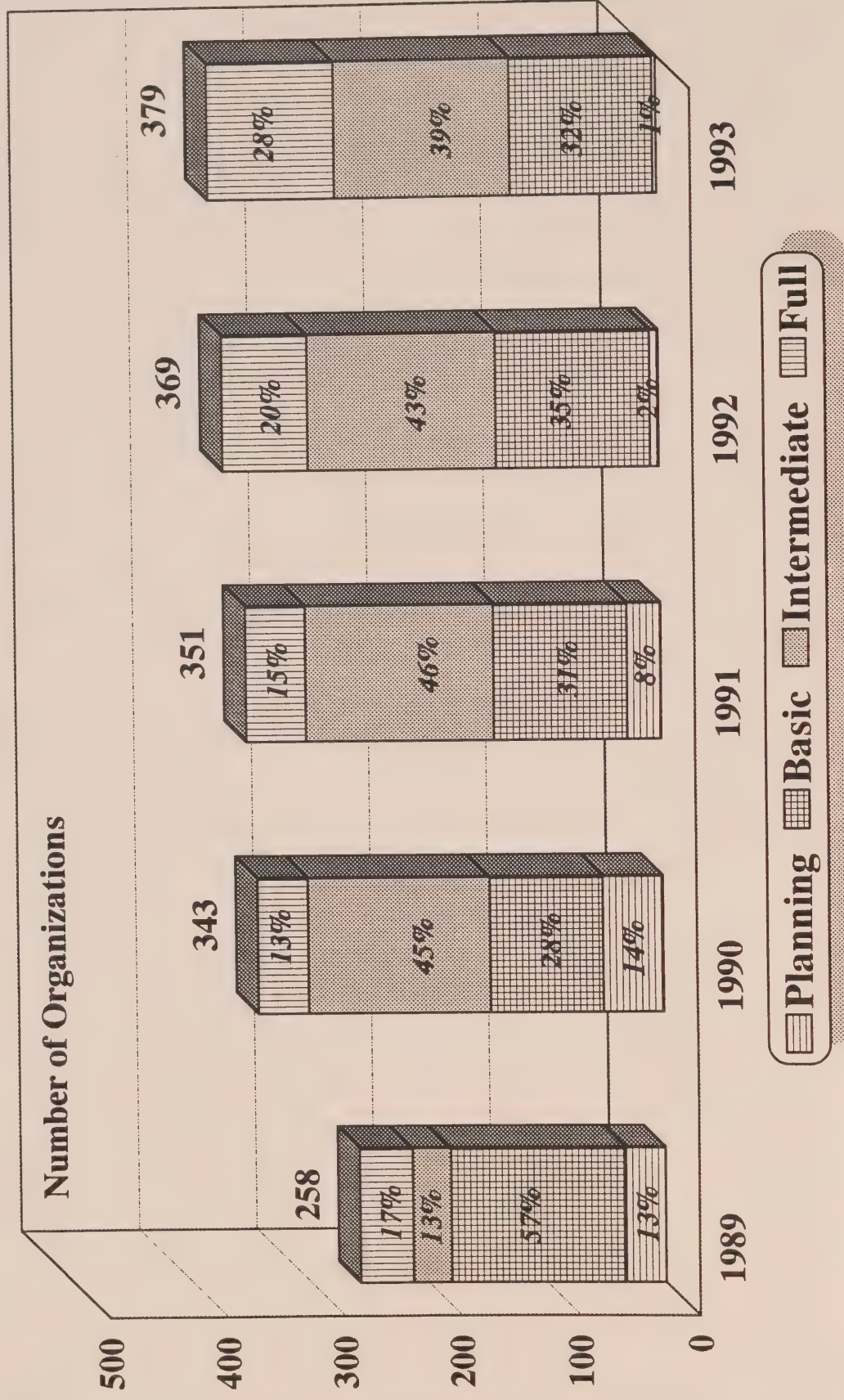
development programs. All territorial and federal program delivery responsibilities, including the Pathways Program, would devolve to this regional organization to achieve a more integrated and co-ordinated structure, greater program accountability and responsiveness.

The study also suggests that the commission be guided by a board of directors drawn from each community to maintain a strong community link. Program delivery staff would report through a regional management unit to the proposed board of directors.

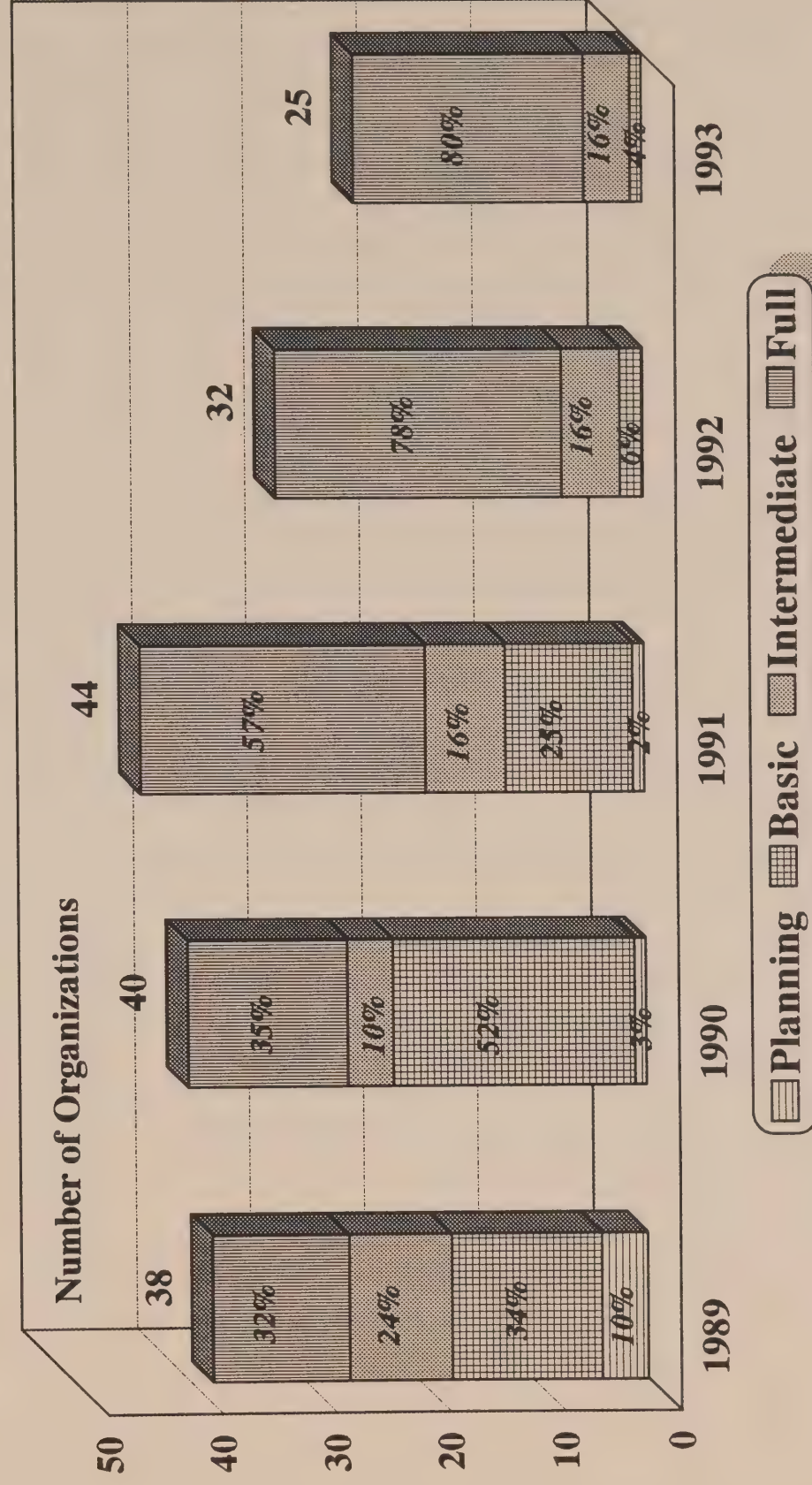
While all the details of the proposed regional economic development commission have not been worked out, especially with respect to the territorial government's commitment to the devolution process under the "Reshaping Northern Government Policy," one thing is clear — the Kitikmeot Regional CEDO has developed a truly unique approach for strengthening economic development program accountability and responsiveness.

Appendixes

Community Economic Development Organizations Service Delivery Framework 1992-93 Final Report



Sectoral Development Institutions Service Delivery Framework 1992-93 Final Report



1992-93 NATIONAL SUMMARY

SERVICE DELIVERY FRAMEWORK

		Full	Intermediate	Basic	Planning	Total
<u>CEDO</u>						
Tribal Councils	No.	23	20	15	2	60
	\$	8,533,833	5,636,327	2,627,106	261,840	17,059,106
Unaffiliated Bands	No.	73	118	72	1	264
	\$	11,475,045	13,607,157	4,608,279	98,410	29,788,891
Community Development Corporations	No.	11	4	12	0	27
	\$	2,781,966	583,943	1,250,863	0	4,616,772
Inuit and Innu Communities	No.	1	7	20	0	28
	\$	773,530	811,363	2,551,976	0	4,136,869
Subtotal:	No.	108	149	119	3	379
	\$	23,564,374	20,638,790	11,038,224	360,250	55,601,638
	% of Numbers	28.5%	39.3%	31.4%	0.8%	100.0%
	% of Dollars	42.4%	37.1%	19.9%	0.6%	100.0%
<u>ROP</u>						
Sectoral Development Institutions	No.	20	4	1	0	25
	\$	8,277,381	465,900	151,416	0	8,894,697
Special Initiatives	No.	40	0	0	0	40
	\$	2,717,630	0	0	0	2,717,630
ROP - Other	No.	11	0	0	0	11
	\$	151,675	0	0	0	151,675
Subtotal:	No.	71	4	1	0	76
	\$	11,146,686	465,900	151,416	0	11,764,002
	% of Numbers	93.4%	5.3%	1.3%	0.0%	100.0%
	% of Dollars	94.8%	4.0%	1.3%	0.0%	100.0%
NATIONAL TOTAL						
	No.	179	153	120	3	455
	\$	34,711,060	21,104,690	11,189,640	360,250	67,365,640
	% of Numbers	39.3%	33.6%	26.4%	0.7%	100.0%
	% of Dollars	51.5%	31.3%	16.6%	0.5%	100.0%

COMMUNITY ECONOMIC DEVELOPMENT ORGANIZATIONS

NATIONAL SUMMARY 1992-93 FINAL REPORT TOTAL CEDO REVENUES

REGION	CED	RAN	Other	Subtotal	HRDC (Pathways)	IC (AEP)	*CAEDS* Subtotal	Other DIAND	SAR	Other Federal	Subtotal	Provincial/ Territorial/ Municipal	Native Community Organizations	Other	TOTAL
CEDO SUMMARY															
Atlantic	2,769,267	172,500	44,500	2,986,267	395,854	0	3,382,121	52,048	0	0	52,048	0	0	0	3,434,169
Quebec	7,041,142	141,500	99,500	7,282,142	3,661,768	628,225	11,572,155	139,600	214,818	9,282	363,700	480,725	1,777,623	2,500,956	16,695,159
Ontario	13,953,539	679,110	1,155,072	15,787,721	10,208,558	2,243,175	28,239,454	1,093,702	831,743	1,553,000	3,478,445	8,255,840	2,929,980	3,680,183	46,583,902
Manitoba	7,086,481	0	0	7,086,481	178,000	89,875	7,554,356	20,000	109,454	0	129,454	10,000	7,000	3,000	7,503,810
Saskatchewan	5,494,367	130,000	0	5,624,367	5,486,551	1,260,310	12,371,228	485,777	373,608	390,278	1,249,663	728,675	1,272,685	3,791,389	19,413,640
Alberta	6,744,744	95,000	128,876	6,968,620	594,599	100,500	7,663,719	22,100	100,813	738,890	861,803	45,924	65,000	373,989	9,010,435
British Columbia	8,297,568	280,400	391,351	8,969,319	2,145,994	589,500	11,704,813	359,494	212,665	1,321,186	1,893,345	648,162	293,393	570,690	15,110,403
N.W.T.	2,840,590	0	0	2,840,590	222,709	308,798	3,372,097	63,095	0	553,000	616,095	715,727	304,909	1,460,047	6,468,875
Yukon	1,373,940	295,000	0	1,668,940	618,000	0	2,286,940	0	0	0	0	340,587	0	0	2,627,527
TOTAL	55,601,638	1,793,510	1,819,299	59,214,447	23,512,053	5,220,383	87,946,883	2,235,816	1,843,101	4,565,636	8,644,553	11,225,640	6,650,590	12,380,254	136,847,920

COMMUNITY ECONOMIC DEVELOPMENT ORGANIZATIONS

NATIONAL SUMMARY 1992-93 FINAL REPORT TOTAL CEDO EXPENDITURES

REGION	PROJECT INVESTMENTS					TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training	RAN Projects
CEDO SUMMARY						
Atlantic	129,000	2,257,316	349,999	65,000	460,354	172,500
Quebec	1,121,318	4,306,696	5,755,564	962,513	4,335,068	214,000
Ontario	1,828,645	7,661,640	13,136,424	4,605,007	18,446,936	905,250
Manitoba	2,028,690	2,527,997	1,682,306	121,159	1,143,658	0
Saskatchewan	214,550	1,704,847	9,393,766	658,898	7,311,579	130,000
Alberta	1,063,006	2,326,249	1,569,382	1,257,533	2,688,113	106,152
British Columbia	1,825,212	2,519,858	4,384,568	1,817,674	4,273,191	286,000
N.W.T.	185,900	2,734,239	3,003,508	16,642	408,586	120,000
Yukon	187,003	844,489	445,873	74,000	766,162	310,000
TOTAL	8,583,324	26,883,331	39,721,390	9,578,426	39,833,647	2,243,902
						126,847,920

COMMUNITY ECONOMIC DEVELOPMENT ORGANIZATIONS

NATIONAL SUMMARY 1992-93 FINAL REPORT DIAND CEDO EXPENDITURES

REGION	PROJECT INVESTMENTS					TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training	
CEDO SUMMARY						
Atlantic	513,909	1,930,359	264,999	40,000	20,000	2,769,267
Quebec	675,802	2,798,000	2,556,075	517,326	493,939	7,041,142
Ontario	1,109,696	6,739,382	3,218,423	1,131,641	1,754,397	13,953,539
Manitoba	1,988,957	2,519,359	1,615,983	121,788	840,394	7,086,481
Saskatchewan	188,950	1,516,159	3,141,529	321,976	325,753	5,494,367
Alberta	1,045,006	2,215,458	1,349,139	1,253,990	881,151	6,744,744
British Columbia	978,827	2,109,961	3,667,955	483,645	1,057,180	8,297,568
N.W.T.	134,900	2,414,135	229,104	7,642	54,809	2,840,590
Yukon	118,007	594,454	403,515	0	257,964	1,373,940
TOTAL	6,754,054	22,837,267	16,446,722	3,878,008	5,685,587	55,601,638

REGIONAL OPPORTUNITIES PROGRAM

NATIONAL SUMMARY 1992-93 FINAL REPORT TOTAL ROP REVENUES

REGION	CAEDS DIAND				IC (AEP)	"CAEDS"		SAR	Other Federal	Subtotal	Provincial/ Territorial/ Municipal	Native Community Organizations	Other	TOTAL
	CED	RAN	Other	Subtotal		Subtotal	Other DIAND							
ROP SUMMARY														
Atlantic	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Quebec	1,029,900	0	0	1,029,900	0	0	1,029,900	0	0	0	160,484	437,671	743,000	2,371,055
Ontario	564,416	9,000	298,850	872,266	0	0	872,266	0	0	0	165,000	0	43,700	1,080,966
Manitoba	2,844,000	0	0	2,844,000	0	0	2,844,000	0	0	0	0	0	0	2,844,000
Saskatchewan	3,562,400	255,000	0	3,817,400	0	0	3,817,400	1,542,000	40,500	1,582,500	70,100	129,000	75,500	5,674,500
Alberta	1,661,704	0	0	1,661,704	0	0	1,661,704	0	0	0	0	0	0	1,661,704
British Columbia	730,000	0	0	730,000	0	0	730,000	0	0	0	0	0	0	730,000
N.W.T.	1,344,907	0	0	1,344,907	68,233	0	1,413,140	35,000	35,000	70,000	245,600	106,000	1,172,123	3,006,863
Yukon	26,675	0	0	26,675	0	0	26,675	0	0	0	84,812	0	0	111,487
TOTAL	11,764,002	264,000	298,850	12,326,852	68,233	0	12,395,085	1,577,000	75,500	1,652,500	725,996	672,671	2,004,323	17,480,575

REGIONAL OPPORTUNITIES PROGRAM

NATIONAL SUMMARY 1992-93 FINAL REPORT TOTAL ROP EXPENDITURES

REGION	PROJECT INVESTMENTS					RAN Projects	TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training		
ROP SUMMARY							
Atlantic	0	0	0	0	0	0	0
Quebec	17,000	1,163,000	95,900	682,671	412,484	0	2,371,055
Ontario	64,570	672,000	10,000	258,000	67,396	9,000	1,080,966
Manitoba	2,110,500	0	328,300	405,200	0	0	2,844,000
Saskatchewan	124,500	3,568,200	928,500	50,000	740,700	262,600	5,674,500
Alberta	247,800	996,734	124,670	122,500	170,000	0	1,661,704
British Columbia	0	730,000	0	0	0	0	730,000
N.W.T.	737,057	1,424,345	164,520	0	680,941	0	3,006,863
Yukon	0	111,487	0	0	0	0	111,487
TOTAL	3,301,427	8,665,766	1,651,890	1,518,371	2,071,521	271,600	17,480,575

REGIONAL OPPORTUNITIES PROGRAM

NATIONAL SUMMARY 1992-93 FINAL REPORT DIAND ROP EXPENDITURES

REGION	PROJECT INVESTMENTS					TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training	
ROP SUMMARY						
Atlantic	0	0	0	0	0	0
Quebec	17,000	458,900	0	175,000	379,000	1,029,900
Ontario	15,720	422,000	10,000	93,000	23,696	564,416
Manitoba	2,110,500	0	328,300	405,200	0	2,844,000
Saskatchewan	124,500	1,977,600	785,100	30,000	645,200	3,562,400
Alberta	247,800	996,734	124,670	122,500	170,000	1,661,704
British Columbia	0	730,000	0	0	0	730,000
N.W.T.	495,530	269,916	94,520	0	484,941	1,344,907
Yukon	0	26,675	0	0	0	26,675
TOTAL	3,011,050	4,881,825	1,342,590	825,700	1,702,837	11,764,002

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

NATIONAL SUMMARY 1992-93 FINAL REPORT TOTAL CEDP REVENUES

REGION	CED	RAN	Other	Subtotal	HRDC (Pathways)	IC (AEP)	"CAEDS" Subtotal	Other DIAND	SAR	Other Federal	Subtotal	Provincial/ Territorial/ Municipal	Native Community Organizations	Other	TOTAL
CEDP SUMMARY															
Atlantic	2,769,267	172,500	44,500	2,986,267	395,854	0	3,382,121	52,048	0	0	52,048	0	0	0	3,434,169
Quebec	8,071,042	141,500	99,500	8,312,042	3,661,788	628,225	12,602,055	199,600	214,818	9,282	363,700	641,209	2,215,294	3,243,956	19,066,214
Ontario	14,517,955	688,110	1,453,922	16,659,987	10,208,558	2,243,175	29,111,720	1,093,702	831,743	1,553,000	3,478,445	8,420,840	2,929,980	3,723,883	47,664,868
Manitoba	9,930,481	0	0	9,930,481	178,000	89,875	10,198,356	20,000	109,454	0	129,454	10,000	7,000	3,000	10,347,810
Saskatchewan	9,056,767	385,000	0	9,441,767	5,486,551	1,260,310	16,188,628	2,077,777	373,608	430,778	2,832,163	798,775	1,401,685	3,866,889	25,088,140
Alberta	8,406,448	95,000	128,876	8,630,324	594,599	100,500	9,325,423	22,100	100,813	738,890	861,803	45,924	65,000	373,989	10,672,139
British Columbia	9,027,568	280,400	391,351	9,699,319	2,145,994	589,500	12,434,813	359,494	212,665	1,321,186	1,893,345	648,162	293,393	570,690	15,840,403
N.W.T.	4,185,497	0	0	4,185,497	290,942	308,798	4,785,237	98,095	0	588,000	686,095	961,327	410,909	2,632,170	9,475,758
Yukon	1,400,615	295,000	0	1,695,615	618,000	0	2,313,615	0	0	0	0	425,399	0	0	2,739,014
TOTAL	67,365,640	2,057,510	2,118,149	71,541,299	23,580,286	5,220,383	100,341,988	3,812,816	1,843,101	4,641,136	10,297,053	11,951,636	7,523,261	14,414,577	144,528,495

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

NATIONAL SUMMARY 1992-93 FINAL REPORT TOTAL CEDP EXPENDITURES

REGION	PROJECT INVESTMENTS						TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training	RAN Projects	
CEDP SUMMARY							
Atlantic	129,000	2,257,316	349,999	65,000	460,354	172,500	3,434,169
Quebec	1,138,318	5,469,696	5,851,464	1,645,184	4,747,552	214,000	19,066,214
Ontario	1,893,215	8,333,640	13,146,424	4,863,007	18,514,332	914,250	47,664,868
Manitoba	4,139,190	2,527,997	2,010,606	526,359	1,143,658	0	10,347,810
Saskatchewan	339,050	5,273,047	10,322,266	708,898	8,052,279	392,600	25,088,140
Alberta	1,310,806	3,322,983	1,694,052	1,380,033	2,858,113	106,152	10,672,139
British Columbia	1,825,212	3,249,858	4,384,568	1,817,674	4,273,191	286,000	15,840,403
N.W.T.	922,957	4,158,584	3,168,028	16,642	1,089,527	120,000	9,475,738
Yukon	187,003	955,976	445,873	74,000	766,162	310,000	2,739,014
TOTAL	11,884,751	35,549,097	41,373,280	11,096,797	41,905,168	2,515,502	144,328,495

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

NATIONAL SUMMARY 1992-93 FINAL REPORT DIAND CEDP EXPENDITURES

REGION	PROJECT INVESTMENTS					TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training	
CEDP SUMMARY						
Atlantic	513,909	1,930,359	264,999	40,000	20,000	2,769,267
Quebec	692,802	3,256,900	2,556,075	692,326	872,939	8,071,042
Ontario	1,125,416	7,161,382	3,228,423	1,224,641	1,778,093	14,517,955
Manitoba	4,099,457	2,519,359	1,944,283	526,988	840,394	9,930,481
Saskatchewan	313,450	3,493,759	3,926,629	351,976	970,953	9,056,767
Alberta	1,292,806	3,212,192	1,473,809	1,376,490	1,051,151	8,406,448
British Columbia	978,827	2,839,961	3,667,955	483,645	1,057,180	9,027,568
N.W.T.	630,430	2,684,051	323,624	7,642	539,750	4,185,497
Yukon	118,007	621,129	403,515	0	257,964	1,400,615
TOTAL	9,765,104	27,719,092	17,789,312	4,703,708	7,388,424	67,365,640

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